

Meeting with Tom Latimer, August 29, 1988.

1. Covered the same material as in the meeting the previous week with Bataglia.
- ✓ 2. Very little reaction, either positive or negative.
- ✓ 3. Did say that it appeared that we were making good progress.
- ✓ 4. Also indicated that a briefing on the report for key committee memberd should be considered for early next year.
5. Gave him a copy of the draft executive summary. Did not provide a copy of the compensation questionnaire.
- ✓ 6. Re organizational alternatives, Latimer is of the very firm view, as is the committee, that the DCI already has responsibility for personnel matters in the legislation. I did not get the cite and in a quick reading of the NSA of 47 the language doesn't pop out at me.

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Points for July 22 SSG Meeting

1. Changing IC mission

- surge capability needed
- flexibility needed to meet unanticipated demands
- real limits on the capacity of the IC agencies to carry out long range HRM planning.

2. Projected workforce changes likely to make it more difficult to recruit staff in the future.

- workforce will grow at slower rate
- greater percentage of new entrants of the workforce will be from at risk groups.
- if current trends not reversed, be a smaller percentage of US nationals securing graduate degrees in high tech areas.

3. Panel view that IC agencies have used personnel flexibilities to good advantage in past.

- indicators point to healthy personnel systems in most agencies.
- able to recruit quality staff, attrition low.
- only critical skill area where data indicates a problem is in linguists, reflective of a broader educational problem.
- essential this personnel management flexibility be continued and in some cases extended.

4. Regarding the question of uniqueness of the personnel needs of the IC agencies.

- ~~Panel concluded that there was no case for agency-wide or community-wide uniqueness.~~
- ~~Panel also reluctant to raise the issue for fear of losing flexibilities the agencies now have.~~
- Are situations where a relatively few staff need special benefits over and beyond the civil service.
- ~~Report will probably skirt this issue, though panel decisions will reflect this view.~~

5. In staffing area, data supports conclusions that except for the military service agencies, IC agencies have been able to fill mission critical positions with quality people.

- can retain staff also.
- that is not to say that there are not problems at the micro level, but the overall indicators are very positive.
- military service agencies may be able to improve condition with new authority.

- but part of problem is more basic; lack of civilian career opportunities as compared to other agencies. Military in all leadership positions.

6. Panel conclusions and recommendations in staffing area:

- Provide FBI personnel flexibility comparable to that provided the military service organizations.
- Increase agency coordination in entrance level recruitment
- Grant agency heads authority to waive dual compensation restrictions for retired military where there is a high level of technical expertise. See very few waivers.
- Give greater consideration to HRM impacts in rapid resource shifts in the future.

7. Panel recommendations in separation area.

- Flexibility in separation area not comparable to that in the hiring area.
- Panel asked a look be taken to see if greater flexibility needed here as resource growth slows or possible declines.
 - for example, have authority to require retirement eligible staff to retire, rather solely an employee option as at present.
- Panel also believes more must be done to ease transition to other employment or retirement.
 - for humanitarian as well as for security reasons.

8. Panel conclusions and recommendations in the training and career development area:

- heavy emphasis on skills training
- uneven level of training effort between agencies.
- see NSA career development program as a model.
- agencies need to take steps to improve their career development programs.
- seek authority to allow training for a degree under the Government Employees Training Act.
- improve coordination and resource sharing in the training and career development area.
- secure authority for intelligence training revolving fund.
- support broader efforts to improve the size of the pool of persons in critical skill area through grants and similar support of education programs.

9. Panel Conclusions and Recommendation in the Personnel Security Area:

- greater uniformity of investigation requirements needed.
- need to take action to reduce time required for clearance, especially in for the military service agencies

- a more proactive program needed to assist employees being dismissed. Related to earlier panel recommendation under separation.

10. Regarding proposed CIA personnel changes:

- administrative changes in awards program approved.
- no action on flexible benefits.
- redesign pre-retirement program to more closely track State program.

11. Conduct separate review of INR.

- several interviews complete.
- Odeen will be meeting with some people.

12. Cost Reduction Issue:

- Panel view is best dealt with in the context of salary review.
- Provide incentives to managers to reduce staff and costs in design of compensation systems.

13. Next steps:

- Complete analysis of EEO
- Compensation and benefits analysis
- Organizational issues.

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1. July PANEL MTG - NOTES.

2. Report STATUS.

- CLOSE TO FINAL DRAFT
- ONE MORE PANEL MEMBER
- HAVE DRAFT EXEC SUMMARY - ADVANCE COPY NEXT WEEK.

3. NEXT STEPS

a. EEO

b. SEPARATION / OUTPLACEMENT

- PANEL ISSUE
- LOOKING AT
 - REDUCING STAFF TO DOMESTIC
 - SEPARATION FOR CAUSE.
 - NEED greater AUTHORITY?
 - OUTPLACEMENT PROGRAMS.

c. Comp. - Three AREAS

- COMP. ANAL. SURVEY COPY.
- DATA FOR MGT PART IN
- DETAILED ANALYSIS OF DIFFERENCES
- CURRENT PROPOSALS ON TABLE
 - FLEET BENEFIT
 - TURN TO THOSE WHO USED
 - NSA PAY FLEET / BONUS
 - SAME BASIS.
 - LOOK FOR NEW IDEAS
 - MTG.
 - INTERVIEW GUIDE
 - PRO BOND HELP

Going to IBM

DEC

MITRE

Computer Sci. Corp

Darmstadt

DOE Lab.

NBS

TWA

Fed Res.

D. Open Issues

Coord. Needed

Looking at range of options

- Uniform Policy

- X DCI Coord

- X current practice

Like to take re SSCI consideration

4. ~~Caterer~~ Not shared with either

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RECOMMENDATIONS

1. Flexibility in appointing and compensation needed
have recruited quality
give FBI same flexibility
2. Relief from dual comp for retired military who have scarce skills.
3. Balance future staff cuts with mission adjustments
4. Share info on entrance recruits not hired.
5. Look at security processing times, esp military
develop innovative alternatives such as NSA LIC
6. Outplacement program needed
7. Training good in scope and variety
not uniform in amount
improve coordination to avoid duplication.
8. Only CIA and NSA appear to be examining future trg needs--all should.
9. NSA strong career development program--other agencies should direct attention to this area.
10. DIA basic ordering agreement should be used by community.
11. Relax GETA limits on trg.
12. CIA changes;
redesign pre-retirement program to match States
make award program changes asap
hold action on flex benefits.

See Brit.
MIA

footnote
first
sup. work
future

Pre-ret.
ext.

Order
of trg
- full report
- correct

ca the and use